

CAIRNGORMSNATIONALPARKAUTHORITY

FORINFORMATION

Title: BrandManagementCommitteeUpdate

Preparedby: AndrewHarper,HeadofEconomicandSocialDevelopment

Purpose

The purpose of this paper is to update the Board on the progress of the Brand Management Committee in progressing the implementation and use of the Cairngorms Brand.

Recommendation

- That the Board note the progress made by the Brand Management Committee and the key decisions that have been taken to date.

Executive Summary

As previously agreed by the Board, a Brand Management Committee has been established to take decisions about how the Cairngorms Brand is to be implemented and used. The Committee has so far met twice and has agreed criteria to be met by tourism businesses, tourist associations and community groups that wish to use the Brand.

BRAND MANAGEMENT COMMITTEE UPDATE - FOR INFORMATION

Background

1. On 11 February 2005, the Board agreed a number of recommendations relating to the implementation of the Cairngorms Brand, including that of establishing a Brand Management Committee to take decisions about how the brand should be implemented and used. This committee has subsequently been established and has met on two occasions. The minutes are attached at annex 1, for information.
2. As was proposed in February, the group comprises representatives from the Association of Cairngorms Community Councils, the Cairngorms Chamber of Commerce, the Food Marketing Group, Visit Scotland, CNPA Board members and relevant staff. The previous Cairngorms Brand Board paper also suggested that CNPA representatives on the group should report back to the Board from time to time about its activities. That is why this update paper has been prepared.

Decisions Taken

3. Key criteria agreed so far, are that:
 - a) Tourism businesses using the brand will have to be members of Visit Scotland's star rating system (or any equivalent scheme when the work on common standards is completed), and will have to commit to achieving, within one year, at least Bronze level of the Green Tourism Business Scheme (or equivalent scheme such as Green Globe 21);
 - b) Tourism Associations may display the brand on their websites / literature, accompanied by a short note of explanation about the criteria for use by individual tourism businesses;
 - c) Community Groups may display the brand on their literature and websites, again provided that it is accompanied by a short note of explanation about the criteria for use by individual tourism businesses;
 - d) For other enquiries, such as marketing and events, it was agreed that requests would be looked at individually, in conjunction with the integrated grant scheme where appropriate.

Policy Context

Delivering Sustainability

4. Linking use of the brand to quality and environmental accreditation schemes, where practical, sends out a strong sustainability message and ensures that the Brand contributes to more than simply the creation of marketing advantage.

Delivering A Park for All

5. The criteria for use of the brand are being carefully considered so as not to exclude relevant businesses or groups from using it in an appropriate manner. The potential for piloting codes of conduct for tourism related sectors, where there is no existing Quality Accreditation scheme in place, is being explored with Visit Scotland. The brand is a registered trademark and approval must be sought from the CNPA before being used.

The CNPA has, therefore, a legal right of recourse against businesses failing to seek approval, prior to using the brand.

Delivering Economy, Effectiveness and Efficiency

6. Economy, efficiency and effectiveness have been central to the way in which the Cairngorms Brand has been developed. Using existing accreditation schemes keeps bureaucracy and associated costs to a minimum, thus being both economical and efficient. Furthermore, VisitScotland have agreed to assist with the administration of the brand approval process, thereby minimising CNPA staff time and associated costs. Ensuring that there is a broad take-up in a manner that creates both a marketing advantage, while at the same time contributing to quality and environmental objectives, should all contribute to the effectiveness of the brand.

Implications

Financial Implications

7. The key financial implications relate to CNPA staff time involved in progressing the implementation of the Cairngorms Brand, in line with what has been agreed at the Brand Management Committee. The cost of incorporating the Brand in, for instance, marketing materials or websites will be met by the business or group that has applied to use it.

Presentational Implications

8. The statement that Tourism Associations and community groups will be obliged to incorporate alongside the Brand will be carefully worded, so that people do not get the incorrect impression that all businesses associated with these groups necessarily meet the brand criteria. There is a strong promotional value to individual business use of the brand as it implies both a commitment to quality and to high standards of environmental integrity. This will not be diluted by Tourist Association use of the brand.

Implications for Stakeholders

9. Organisations such as the Cairngorms Chamber of Commerce and the Association of Cairngorms Community Councils will have an important role to play in helping to promote take-up of the Brand. There will also be implications for those stakeholders who oversee the various accreditation schemes that will be used. We will work closely with VisitScotland and others, as appropriate, to develop protocols for 'policing' use of the Brand.

Next Steps

10. The Brand Management Committee will consider criteria for Brand use in other sectors such as local crafts and produce, and will consider applications for usage that fall out with the criteria based approach to decision-making. They will also oversee the promotion of Brand usage. Update reports will be brought to the Park Authority Board on a regular basis.

Andrew Harper

June 2005

Andrew.harper@cairngorms.co.uk

CNP BRAND MANAGEMENT COMMITTEE
12 noon, Thursday 31st March 2005
CNPA Offices, Grantown - on-Spey

Present: Sally Dowden, Ann Napier, Yvonne Crook, Eleanor Mackintosh, Heather Galbraith

Apologies: Alasdair Colquhoun, Alistair Gronbach

Brand Management Committee remit and terms of reference

1. The terms of reference for the committee (paper 1) were discussed and agreed. Each organisation can nominate a second representative who will be kept up to date with papers etc. All to advise HG who this person will be if they haven't already done so.

Early Actions by CNPA/VisitScotland

2. The brand has already featured on the Cairngorms Visitor Guide, Countryside Events Leaflet, Walking Festival joint marketing leaflet and advert, TIC information and railway signage. Upcoming uses will include VisitScotland Expo and entry point signage on major roads.

Timescale for brand rollout to various sectors

3. Paper 2 (Extract from Board Paper: Implementing the Cairngorms Brand) was discussed as a framework for the process of making the brand available for use by businesses and community groups. The board paper agreed that the use of the brand would be subject to membership of existing quality assurance schemes wherever possible.
4. YC updated on her experience with the rollout of the destination marketing brand for Skye, which was made freely available. This led to problems with quality control.
5. It was agreed that determining the criteria for use by tourism businesses and community groups would be a priority and should form the basis of the next meeting to be held around the end of April. As the discussion will relate largely to quality assurance schemes, it is vital that somebody from VisitScotland with a good knowledge of QA attends the next meeting.
6. The recently completed Sustainable Tourism Strategy has been submitted to the EUROPARC Federation in application for the European Charter for Sustainable Tourism in Protected Areas. This initial phase of the Charter concerns the action plan for the area as a whole. A planned second stage will allow tourism businesses within a Chartered Park to apply for a charter mark. Again this is likely to tie into existing quality assurance schemes, so is relevant to the management of the brand. Paper 3, EUROPARC's position statement on this second stage of the charter, was issued and discussed.

Product Licensing

7. The remit of the committee is to consider the management of the brand as a marketing tool. The issue of product licensing for use of the brand in merchandising will be considered separately. Revenue generated from such a product licensing scheme will be directed to conservation projects within the park. The mechanics of this are being investigated at the moment.

Appropriate Use of the Brand

8. It was agreed that once use of the brand by an organisation is approved, clarification is needed on appropriate uses of the brand. Details of the classes of use for the trademark are contained in Paper 4. Some of these uses are clearly merchandising rather than marketing, but it was acknowledged that there will be some grey areas, and the brand guidelines will need to contain clear guidance on appropriate uses. Design guidelines have been developed by Navyblue.

Applications so far

9. Paper 5 was issued, with a list of the initial approaches for use of the brand and there was a brief discussion on these. No decisions were made, but the majority of applicants are tourism or community groups and will thus be decided at the next meeting. One application came from a business out with the park boundaries, and it was agreed that initially the group would consider only applications from within the park.

AOCB

10. It was suggested that CNPA host a workshop on brand values and the design use of the brand for designers working for businesses within the park.
11. In the brand guidelines it would be appropriate to include a disclaimer to the effect that while the brand supports quality businesses, use of the brand is not a recommendation from the CNPA.
12. The terms of reference for the group advise that a chair and vice-chair from the committee should be nominated. As there were several group members absent from the meeting, this will be decided at the next meeting.

CNPBRANDMANAGEMENTCOMMITTEE
2pm,Tuesday26thApril2005
CNPAOffices,Grantown -on-Spey

Present:

YvonneCrook	CCC
AlistairColquhoun	ACCC
SallyDowden	CNPABoard
AlistairGronbach	VisitScotland
EleanorMackintosh	CNPABoard
AndrewHarper	CNPA

Inattendance:

PeteCrane	CNPA
HeatherGalbraith	CNPA
TonyMercer	VisitScotland
AnnNapier	ACCC
RichardPinn	VisitScotland

WelcomeandApologies

1. Tony Mercer and Richard Pinn were welcomed to the group. No apologies were received.

MinutesoftheLastMeeting

2. The minutes of the last meeting were approved. There were no matters arising that werenotcoveredelsewhereontheagenda.

NominationofChairandVice -chair

3. SallyDowdenwaselectedchair(NominatedbyEM,secondedbyAC)
AlistairColquhounwaselectedvice -chair(nominatedbyAH,secondedbySD)

CriteriaforuseofbrandbyTourismBusinesses

4. Tony Mercer updated the group on VisitScotland Quality Assurance schemes. At present the main QA system is based establishments being awarded 1 - 5 stars, and schemes are available for a range of accommodation (including hotels, B&Bs, self catering, holiday parks and hostels) and visitor attractions. There are plans to extend this system to other sectors including transport systems, conference facilities, tours and activity holidays within 6 - 18 months. TM provided CNPA with copies of the current requirements.
5. A new food grading scheme, EatScotland, has been recently launched to the industry with a full launch scheduled for summer 2005. This will cover all types of eating establishment.
6. Supplementary schemes include the Green Tourism Business Scheme, Disabled Accessibility Scheme (due to be relaunched to include accessibility of sight and hearing-impaired visitors) and Walkers/Cyclists/Golfers Welcome.

7. Work is ongoing to ensure common standards between VisitScotland, RAC, AA, the English Tourist Board and the Welsh Tourist Board. Common standards should be in place this summer. TM will provide CNPA with details when they have been agreed.
8. Market penetration rates are difficult to assess, but it is estimated that currently 72% of hotels, 60-70% of B&B's and 60% of self-caterers have been quality-assured by VisitScotland. Membership numbers for the Green Tourism Business Scheme are low, but expanding. VisitScotland are aware of the problems with the current scheme and are working with the industry to make it more relevant to businesses and visitors alike.
9. Where a tourism business does not fall into a current sectoral QA scheme, VisitScotland are planning to produce partnership agreements where the business will sign up to an agreed code of conduct until such a time as a suitable QA scheme is available. These codes of conduct will provide the basis on which a full QA scheme will be developed for each sector. TM to provide CNPA with drafts of the codes of conduct presently available.
10. The CNP could act as a pilot project to push forward the use of these Codes of Conduct across all sectors represented in the Park. TM to discuss within VisitScotland.
11. Richard Pinn updated the meeting on a trial Total Quality Destination project, Destination Arran, which aimed to provide a more joined-up approach to information provision for potential visitors. Again the Park was offered as a trial area for further work on such schemes.
12. There was an extensive discussion about which criteria would be most appropriate as a benchmark to allow businesses and others to use the brand. It was agreed that businesses would have to be quality assured in some way, but that some additional criteria tied to the aims of the National Park would be appropriate, especially in view of the commitment across the Park to achieving European Sustainable Tourism Charter status. Suggestions included Disabled Accessibility, Green Tourism Business scheme, and/or commitment to training and development (through completion of the Cairngorms Connections Training Course, Hospitality Assured or Investors in People). It was agreed that a plethora of different schemes would not only be confusing to users and guests alike, but would also be complicated to administer. In view of the criteria set by the European Charter, it was decided that the Green Tourism Business scheme would be the most appropriate.
13. Use of the brand by tourism businesses would therefore be subject to:
 - Membership of VisitScotland's star rating system or evolving codes of conduct agreements (or any equivalent scheme when the work on common standards is completed.).
 - A commitment to achieving, within one year, at least Bronze level of the Green Tourism Business Scheme (or equivalent schemes such as Green Globe 21).

Criteria for use of the brand by Business/Tourism Associations

14. It was agreed that while, ideally, each member of a tourism association should meet the criteria for use of the brand prior to the group using it, this wouldn't be practical. Instead, the logo may be used on the websites/literature of such groups along with a short note of explanation emphasising the fact that individual businesses were complying with the criteria to enable them to use the brand in their own right and advising visitors to look out for the brand symbol.

Criteria for use by Community Groups

15. Generally most enquiries for use of the brand by community groups centre on print and website, and for these uses it was agreed that the criteria would be the same as for tourism groups.
16. For other enquiries, such as marketing and events, it was agreed that requests would be looked at individually, in conjunction with the integrated grants scheme where appropriate. HG to take forward any that have already been received.

Appropriate uses of the Brand

17. There was a discussion on appropriate uses of the brand, and it was agreed that the brand could be used for general marketing purposes by those who meet the criteria for use, but that there needed to be careful distinction between use for marketing, and use in merchandising.

Applications so far

18. Many of the applications to date could now be easily answered based on the criteria agreed above. HG to contact those businesses or organisations that have applied to use the brand and advise whether they fitted the criteria or not.
19. An application from a new park-wide information guide and events listing, Parki, was discussed and members of the group agreed to grant use of the brand. Criteria for this use were decided as:
- Park-wide provision of information
 - Free to visitors
 - CNPA engaged to play an advisory role and provide generic information about the Park in the publication.

Encouraging take-up

20. *Take-up of the brand should be encouraged through promotion of the brand and its benefits at tourism group meetings etc. A joint mailshot with VisitScotland to promote quality assurance membership was also suggested. TM to progress.*

AOCB

21. *There was no other business.*

Date of next meeting

22. *To be advised.*

**Heather Galbraith
April 2005**